

MŌ TĀTOU, A, MŌ NGĀ URI Ā MURI AKE NEI.

For us and
our children
after us.

MESSAGE FROM OUR BUSINESS LEADERS.

This is our third biennial Impact Report, and alongside reflections on the progress we've made comes a growing sense of responsibility. Each report marks a point in time, but more importantly, it reflects an ongoing journey that requires consistency, honesty and a willingness to look closely at what we are doing well and where we still need to improve. Producing this report is no small task, but we see it as an essential one. It is how we hold ourselves accountable and stay transparent with the people who trust us — from our team and customers to our partners and wider community.

As in our previous report, our focus has continued to centre on the key three areas that matter most to us: Our people, Our planet and Prosperity. Progress in each of these areas is interconnected, shaping the kind of business we want to be today and tomorrow.

From an environmental perspective, we reached an important milestone by achieving both our 2030 greenhouse gas (GHG) reduction targets:

- Reduce emissions intensity by 30% (first achieved in FY23)
- Reduce Scope 1 and 2 by 50% (first achieved in FY25)

While this is a moment worth recognising, it is not one that signals completion. External factors, such as the ongoing decarbonisation of the energy grid, have contributed to this outcome and we are mindful that these gains can shift. Our focus now is on maintaining and strengthening this position through deliberate action, continued measurement and a clear understanding that this work is never finished.

Our commitment to circularity has also progressed in a meaningful way. Through our product stewardship programme, Re.Form, we have worked through some complex operational and logistical challenges and are now on the verge of sending our first container of reclaimed vinyl to Sweden. This represents more than a shipment — it signals that the systems we have been building are starting to function at scale. One key highlight of the reporting period was being named as a recipient of the Auckland Council Waste Minimisation and Innovation Fund. We are thankful for the support that the Auckland City Council has provided towards Re.Form, our product stewardship programme and proud that they have recognised the value of Re.Form and its potential to meaningfully minimise waste in our industry. Their contribution will allow us to invest in key infrastructure that is essential for the ongoing operations of Re.Form.



MESSAGE FROM OUR BUSINESS LEADERS.

(CONTINUED)

Alongside this, we have continued to look for practical ways to extend the life of materials already in use. A simple but effective example was the reuse of old carpet tiles to create a temporary walkway at Auckland Airport, demonstrating that resourcefulness often starts with rethinking what is already in front of us.

Within our business, the progress we have made across our people and culture is something we are particularly proud of. We have achieved a 1:1 pay ratio, fully closing the gender pay gap, and reached a 50:50 gender balance in office-based roles. These outcomes reflect sustained effort and a commitment to fairness that we intend to protect over time. At the same time, we have significantly reduced our staff churn rate from 57% to 37% since our last report, creating greater stability and continuity across our teams.

Health and safety is an area where we remain both encouraged and grounded. Over the past two years, a focused and consistent effort has led to zero recordable injuries, a result that speaks to a stronger safety culture and better systems in place. However, this sits alongside the reality that one significant incident did occur. That moment reinforced the importance of staying vigilant and ensuring that our commitment to safety is reflected in everyday actions, not just outcomes. These truths sit side by side and both continue to shape how we approach this work.

It has also been a period of recognising and celebrating the people who make this business what it is. We marked major career milestones, including a retirement and a 40 year anniversary, which speak to the depth of experience and loyalty within our team. At the same time, we expanded our global footprint by welcoming five offshore team members from the Philippines, strengthening our capability and bringing new perspectives into the business.

In our community and partnerships, we were proud to welcome Karndean into our family of brands. This partnership reflects our intent to align with organisations that share our standards for quality and responsibility, and it strengthens the value we can offer to our customers and stakeholders.

Looking ahead, our focus remains clear. We will continue to build on the progress we have made, while staying honest about where more work is required. Impact is not achieved through isolated initiatives. It is the result of consistent, collective effort over time. We are grateful to our team, our partners and our customers for the role each of you plays in this journey. Your trust and commitment make this work possible and together we will continue to push forward with purpose.



RENEE JACOBSEN, CEO



**CYNTHIA TANG,
GENERAL MANAGER - MARKETING,
TECHNOLOGY AND IMPACT**





Buddle Findlay, Wellington
Shaw Contract West Elm range
Photography by Jasmax

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About this report

TĒNEI RĪPOATA



ABOUT THIS REPORT

Kia ora and welcome to our third voluntary Impact Report, covering the two-year period from 1st April 2023 – 31st March 2025.

Our third biennial report reflects our continued commitment to transparency, impact and accountability. It has been produced in accordance with the internationally recognised [GRI Standards](#)¹ and supported by [Go Well Consulting](#); it has not been externally assured. This report is aligned with our financial reporting and includes the entire operations of Jacobsen Creative Surfaces Limited (Jacobsen). Read our previous reports here: [2021](#) and [2023](#).

Over the past two years, we have navigated challenging economic times. Despite this, we've remained committed to our sustainability values and our determination to lead by example in our industry. While this pressure has led some businesses to pull back on their sustainability initiatives, such as mapping their carbon footprint, we are proud to be in our seventh year as Toitū Net Carbon Zero certified. (See **pages 26-29** for a detailed breakdown of our footprint).

We are also proud that, even in the face of significant hurdles, we have made meaningful progress with our product stewardship programme, Re.Form. Read more about this on **pages 35-36**.

One impact of the economic downturn has been that, rather than being discouraged by the lack of government funding for our industry training initiatives, our team took the learnings from our Flooring Boost programme and proactively responded to the need for more hands-on training in our industry, hosting events in main cities for architects, designers and installer communities. In addition, we've had some changes to our workforce during this period. Read more about these on **pages 14-16**.

The material topics listed on this page were agreed on following a review by our general manager of marketing, technology and impact, our CEO, our leadership team and our sustainability partners [Go Well Consulting](#). We decided to keep the material topics the same as our last report because there were no changes. The topics were not reviewed by the board, as they were previously. No specific stakeholder engagement was undertaken for this report; however, we continue to discuss these topics with our team, our suppliers and the wider industry.

The CEO and senior leadership team have been responsible for reviewing and approving the reported information. We would love to hear your feedback, questions or ideas — please feel free to contact Cynthia at cynthia.tang@jacobsen.co.nz.

¹The Global Reporting Initiative (GRI) Standards are the world's most widely used, modular framework for sustainability reporting. It is considered as the most comprehensive tool for transparency and impact measurement.

Material topics

OUR PEOPLE

- Working at Jacobsen
- Education and training
- Community

OUR PLANET

- Emissions and energy
- Supply chain
- Product and packaging

PROSPERITY

- Better business

ABOUT JACOBSEN

Jacobsen Creative Surfaces (Jacobsen) is a multi-generational, wholly New Zealand owned and operated family business. Founded in 1962, we exclusively represent, import and distribute some of the world’s leading brands, including Tarkett®, Shaw Contract®, Karndean®, Desso®, EC Carpets®, Refin® and Regupol®.

Our head office and distribution centre are located at 41D Morrin Road, St Johns, Auckland. We also have regional offices in Wellington and Christchurch, and during the reporting period we had employees based in Bay of Plenty, Waikato, Manawatū, Dunedin and Philippines.

We service the whole of Aotearoa New Zealand and our products are installed by independent flooring contractors and retailers across the country.

Our flooring products are used by the following industries:

- Health
- Aged care
- Education
- Workplace
- Multi-residential developments
- Hospitality
- Residential
- Fitness

Jacobsen is governed by a board of directors with an independent chair, responsible for decision-making and overseeing the management of the organisation’s economic, environmental and social impacts. We have a senior leadership team and a remuneration committee, each of whom are responsible for decision-making and management of their relevant business areas. You can read more about our governance on **page 43**.

Our memberships and associations





BrandSpec, Auckland
Desso Grezzo

Jacobsen are proud to have supplied flooring for all projects featured in this report.



Burlington Village Pavilion,
Christchurch
Langhorne Hut Chapel



Dawson Falls Sunlit



CBRE, Auckland
Shaw Contract Identity Rainstorm

LOCATIONS OF OUR SUPPLIERS



NOTE: During the reporting period **Armstrong** - Breaside, Australia (VIC) were a supplier.

INDUSTRY CONTEXT



GLOBAL MARKET

\$ 463.13
Billion USD

Global flooring market size

[Fortune Business Insights](#)

AUSTRALIA AND NEW ZEALAND

The Australia and New Zealand flooring market was valued at USD 4.40 billion in 2023 and is forecast to grow at a compound annual growth rate of 5.3% between 2024 and 2030. This growth is being driven by increased commercial and residential construction activity across both countries, which is supporting ongoing demand for flooring products.

At a regional level, Asia-Pacific is one of the largest consumers of floor-covering products globally. Demand is being underpinned by continued investment in affordable housing, smart city developments, infrastructure upgrades and the tourism sector, all of which are contributing to sustained growth in floor-covering demand.

\$ 4.40
Billion USD

Australian and New Zealand flooring market size

[Grandview Research](#)



NEW ZEALAND MARKET

\$ 962.2
Million NZD

481
BUSINESSES

2,415
EMPLOYEES

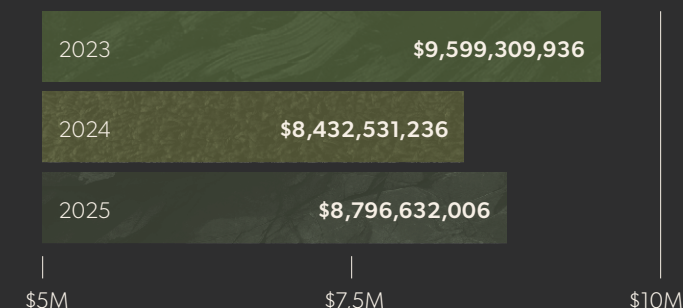
[IBISWorld](#)

All NZ-wide new dwellings consented¹



¹ Building consents issues: Nov 2023-2025, NZ Stats. This comprised of stand-alone houses, townhouses, flats and units, apartments and retirement village units.

Total NZ-wide non-residential building consents²



² Building consents issues: Nov 2023-2025, NZ Stats. Offices, Factories, Education, Storage, Shops, Health, Social, Farm, Hotels, and Hostels and Prisons

Our people

TĀ MĀTOU IWI



WORKING AT JACOBSEN

At Jacobsen, we have a values-driven culture of transparency, fairness and respect. We believe strong communication between our leaders and staff is central to the health of our business and the wellbeing of our employee whānau.

Whilst we don't have union representation or collective agreements, we maintain open channels for feedback and consultations across all levels. This can be through surveys, one-on-one check-ins, health and safety meetings and staff meetings.

We are committed to providing equal opportunity for individual growth and addressing employee concerns promptly and

professionally. In addition to this we also launched a succession planning framework to create opportunities for career growth within our team.

During the reporting period, we introduced the "Ask us anything" segment, where we encourage employees to submit questions anonymously to be addressed at our quarterly all hands meetings. These questions are then openly discussed and the relevant business leaders will address any raised issues with the intention of engaging in honest and frank dialogue with all employees.

All employment relations are managed in accordance with the New Zealand Employment Relations Act 2000 and we follow best-practice guidelines for consultation and notice periods when change is proposed.



Our people
are our
legacy and
our future.

RETENTION AND TURNOVER

During this reporting period, there were some significant changes to our people. This was through the passing of a valued colleague, planned retirements, and organisational reshaping and restructuring that supported ongoing efforts to align performance with company values.

The most significant impact during the reporting period was the profound loss of a highly respected, long-serving colleague, who passed away following a long-term illness. After a period of adjustment, the role was eventually replaced, though the absence of this team member remains deeply felt across the business, as well as by many of our customers.

Over this period, we proudly celebrated our longest-serving employee's 40-year anniversary with Jacobsen. We also managed the planned retirement of one of our long-term sales leaders following his 24.5-year tenure with the business. Additionally, our former Managing Director and long-standing senior leader transitioned into the role of Technical Director in a part-time capacity and we continued to implement our succession plan, as detailed in our [2023 report](#). All three individuals have been highly influential team members, and we acknowledge and celebrate their significant contributions.

As a business, we need to maintain operational efficiency and a future-aligned business structure. As a result, during the reporting period, we managed six redundancies:

1. We relocated a residential sales position from Auckland to a regional area that is under-served. (1 role)
2. We identified duplication of skills and processes that were serviceable from within our customer service team. As a result, the administrative area of the samples division was removed and additional tasks absorbed through the warehouse team. (2 roles)
3. We refocused our business on trade sales, resulting in the closure of our retail store. (2 roles)
4. We re-balanced the IT team to shift their focus from support to delivering our IT road-map. (1 role)

We understand the restructuring process is challenging for those impacted and we were committed to handling the process fairly and respectfully. Consultation usually takes between two to four weeks, giving employees and their representatives time to share feedback and suggestions before

any final decisions are made. For anyone directly affected, we offer transition flexibility where employees may choose to work through their four weeks' notice period or if preferred, receive notice pay instead.

In line with previous reporting, we continued to provide outplacement support, maintaining regular contact with all departing employees and helping them secure new and stable employment. This reflects our values and ongoing commitment to the wellbeing of our people.

During the same period, we also exited:

- Two employees for misconduct
- Two employees following extended performance management processes

Importantly, no personal grievances were raised during these processes. This outcome stems from the thorough and professional approach taken in managing performance. Our performance standards are closely linked to company values and while we always work with employees to create opportunities for improvement, at times this may lead to separation when alignment cannot be achieved.

RETENTION AND TURNOVER (CONTINUED)

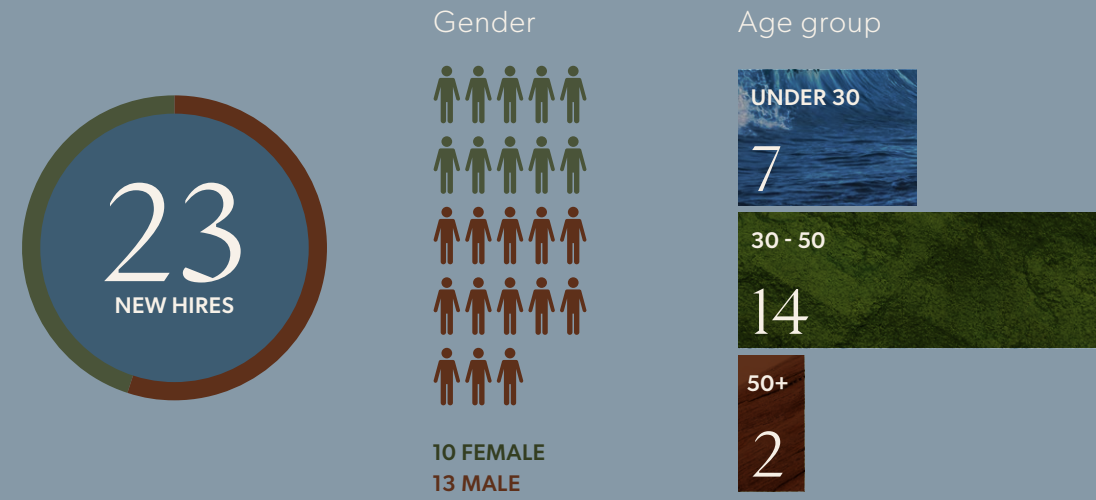
Finally, during this reporting period, we successfully hired five Philippines-based employees across customer service and support roles. Hiring took place in response to feedback from our employee engagement survey, requesting additional support for our Customer Services team and sales staff.

Our new team members bring fresh perspectives, cultural richness and a good level of customer service/support expertise, helping us strengthen customer experience. Beyond these operational advantages, this step demonstrates how we are embracing global talent networks to meet business needs while cultivating a more diverse, connected and resilient workforce. It is an investment not only in efficiency but also in the long-term strength and inclusivity of our organisation.

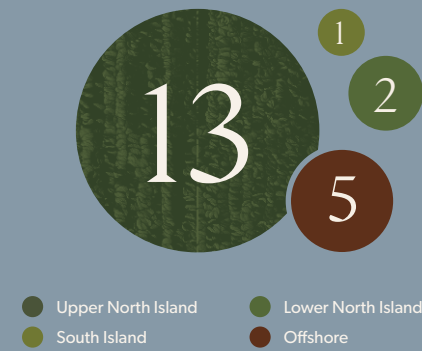
During the reporting period, there were 23 new hires across the organisation, with no fixed-term contractors. Overall employee turnover was 25 in total, suggesting quite a stable workforce. The departures were largely concentrated in Auckland-based operational, customer service roles, with departures balanced by gender and driven by a mix of voluntary movement, organisational change and exceptional circumstances. All data is as of March 31st 2025.

Total employee turnover over the two year reporting period, including both full and part-time staff, was 25 (37%, a significant improvement from 57% during the last reporting period). This included voluntary and involuntary departures and one death.

NEW EMPLOYEES



Location breakdown of new hires



Total employee turnover

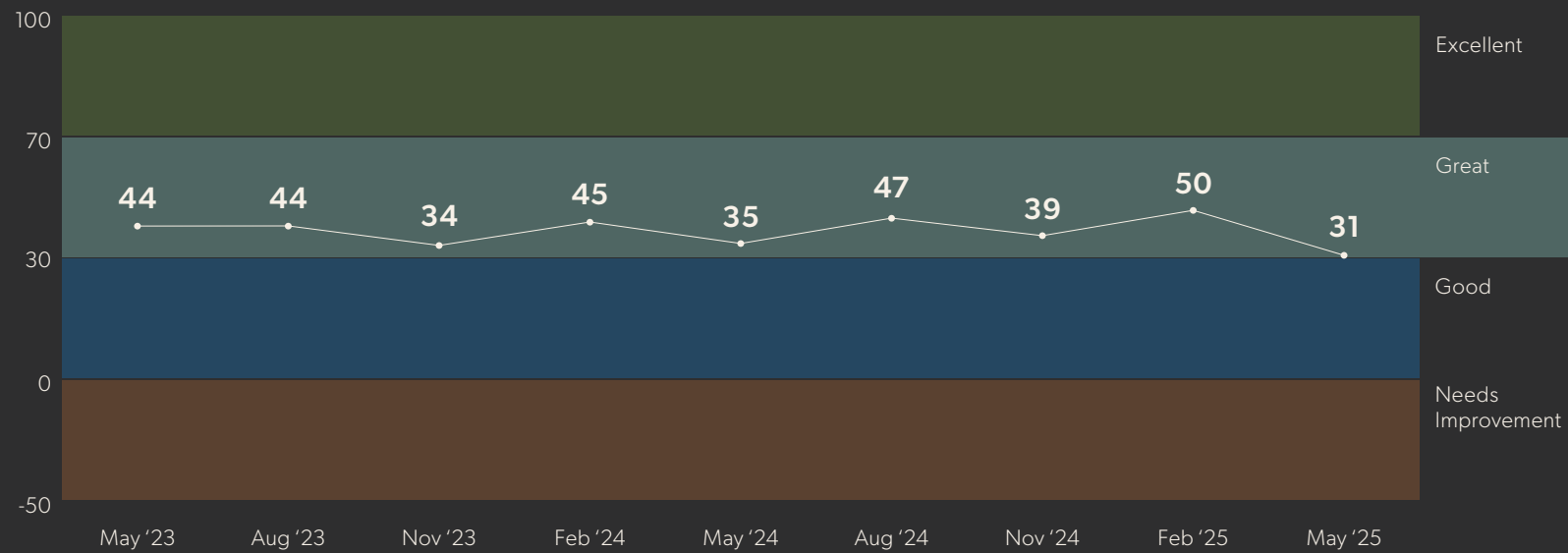


RETENTION AND TURNOVER (CONTINUED)

We track our people and culture performance through staff retention rates, engagement scores, training completion rates, feedback from exit interviews and our quarterly employee survey and eNPS (Net Promoter Score). During the reporting period, our average recorded eNPS was 41 — a reflection of high levels of engagement and trust among our employees.

eNPS Trend

Internal Net Promoter Scores show that our staff think the company is a great place to work.



Our average¹ eNPS was

41

¹ The NZ SME averages are between 9 - 30

STAFF BENEFITS

All Aotearoa based staff receive the below benefits:

- Five values days on top of their legislative annual leave entitlements. These days are to support our people with their personal lives (e.g. family day, two personal days, birthday day and volunteering day)
- Kiwisaver contribution to match employees', up to 4%¹
- Fully subsidised medical insurance²
- Private use of all company vehicles (role dependant)
- Long service payments (including continuation of long service entitlements for returning employees)

We continue to offer our competency based wage model to warehouse employees as well our company incentive scheme, as detailed in our [previous report](#). See **page 14**.

In addition to these benefits, we have staff engagement initiatives that include:

- Flexible working
- Staff gifts for birthdays, births and marriages
- Monthly birthday morning tea
- Wellbeing campaigns including volunteering opportunities

¹The compulsory employer contribution is at least 3%.

²For fixed term employees who have worked over six months

Our offshore staff receive benefits through their Employer of Record including medical and annual leave, and pensions. In addition, they receive the following benefits from us:

- Company incentive scheme
- Five values days holidays

EVENTS

We believe it's important to bring our team together in person, at least once a year. These events give our people a chance to connect with and celebrate one another and are looked forward to by everyone in the business.

In December 2024, we brought our entire company together at head office to celebrate Christmas for the first time. The theme was carnival and members of our senior leadership team put on a BBQ for everyone, while the rest of the team engaged in some friendly competition.

Our **Annual Values Recognition event** is an opportunity to bring all employees together to celebrate our efforts over the year and recognise those who have made outstanding contributions. Each year, winners are selected through a combination of employee and senior leadership nominations with family council making final selections. This year, with our new off-shore team joining, we made an effort to include them in our celebrations via zoom.



DIVERSITY, EQUITY AND INCLUSION

Diversity makes us stronger.

Our team brings together people of different ages, genders, backgrounds and experiences, and that variety gives us the perspective we need to serve a wide range of customers across Aotearoa New Zealand.

Between April 2023 and March 2025, the organisation maintained a stable overall headcount with small fluctuations in age distribution. Our team is made up of 40 men and 26 women. We have sustained a balanced generational mix and improved ethnic diversity, with non-NZ European groups now making up 55% of the workforce.

Our board is comprised of five members (two female and three male), with one member under 50 years of age and four over 50. The board reflects diversity through a balance of family representation, professional directors, senior business leaders, gender mix and age range. In addition, we have one regular board observer and a minute taker, which adds two additional senior male leaders to the group. During the reporting period, one of the board members resigned. You can find further information on our board members in our [previous report \(pages 37 - 38\)](#).

We are particularly proud of the significant progress we've made towards gender equality. **During the reporting period, we reached a 50:50 gender balance in all office-based roles. Most significantly, we also achieved gender pay equity across the business.** A closer look at the data shows any remaining gaps reflect seniority rather than gender.

Regions



Gender ratio M¹ : F 1 : 1

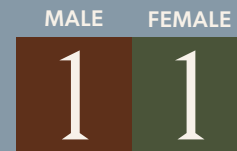
Warehouse: 13 Men
Office-based: 27 Men
26 Women



¹ Not including warehouse team which, due to physical demands, is currently made up entirely of men.

Gender salary ratio

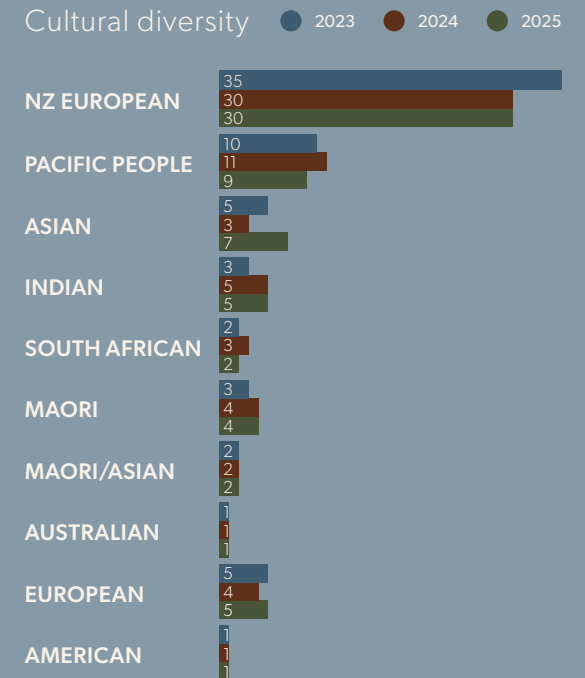
We're proud to have achieved a 1:1 gender salary ratio!



Age Group



Cultural diversity





300 Flinders St by Gray Puksand
Shaw Contract Accent
Photos by Else Scott



Residential home by
lovefromyourdads, Auckland
Audacity Laminate Eden



Meredith Connell, Auckland
Dye Lab Lac



Everlast Laminate 8 mm
Rich American Oak

EDUCATION AND TRAINING

Ongoing learning is essential to maintaining quality, safety and innovation in everything we do — from customer service to warehouse operations.

People are at the heart of Jacobsen’s success, and training and education continues to be a priority for us. Building skills, confidence and career pathways helps our team grow, adapt and contribute to the long-term strength of the business and the wider flooring industry.

We believe some of the most effective training can be done on the job, which is why 100% of our New Zealand based employees participate in an annual performance planning session with their manager.

Training requirements are identified and appropriately incorporated into individual development plans during this planning session. As in previous years, our training investment during this period has covered a broad range of development initiatives. This includes tuition support for studies that directly benefit both the employee’s role and the business, leadership and mentoring programmes, succession planning (training to develop into new roles), personal efficiency development, systems and communications training and targeted competency training for our Warehouse team (where pay progression is linked to competency achievement). We do not record the number of hours trained.

In addition to formal training, we offer in-house “lunch and learn” micro sessions, where subject matter experts share knowledge with the wider team. Recent examples include IT updates on emerging technologies and tools, and HR-led sessions on mental health awareness. Moving forward, our focus is on growing our internal leadership and coaching capability, embedding our online learning systems as a core part of every role.



HEALTH AND SAFETY

Jacobsen continues to maintain a strong health and safety (H&S) culture, actively encouraging all employees to raise concerns about risks. We act upon and report issues promptly and transparently and are proud of our open culture where staff feel free to raise issues without barriers or fear of reprisal.

Our operations involve physical work environments where lifting, handling heavy materials and operating vehicles or equipment creates high potential for injury or illness if not managed properly. In addition, stress and fatigue have previously been recognised as potential ongoing health risks. Our targeted well-being campaigns such as Men's Health, Mental Health awareness, Gumboot Friday and the adoption of flexible working practices have significantly reduced these risks and improved employee wellbeing.

H&S remains an important area for Jacobsen and these practices have largely remained consistent with the [previous reporting period](#).



Jacobsen's Auckland Distribution Centre

HEALTH AND SAFETY

(CONTINUED)

In FY24 our injury severity rate increased. Investigations identified the root causes as being due to rushing, team members incorrectly following processes and a random machinery fault resulting in one significant incident, detailed here. In FY25, to avoid repeat injuries, we placed strong emphasis on identifying hazards that could injure our people and greater accountability

for Standard Operating Procedure adherence. As a result, we were pleased to see a significant drop in the severity rate and a substantial increase in near-miss reporting for FY25.

Looking ahead, we continue to focus on H&S as a critical shared value and daily practice across the entire business.

	FY24	FY25
Injury Severity Rate (ISR)	75	2
Recordable injuries*	3	0
Hours worked	119317	117241
Lost time to injuries (LTI)	37 days	0
Root cause	Rushing, incorrect following of processes, faulty machinery	Manual handling
Result	Physio and dental surgery (see significant incident)	Physio

*Injuries requiring medical support beyond First Aid

NOTE: Our offshore workers have not been included in this data and are not covered by our H&S practices and policies. They are covered by their employment of record.

SIGNIFICANT INCIDENT

In April 2024, a machinery malfunction resulted in a high-consequence injury when a mechanical arm unexpectedly sprang upwards due to air pressure loss, causing serious head and dental injuries and 30 days lost time (LTI). The employee also experienced short-term psychological impacts. Duties were adjusted and the employee has since made a full recovery.

Hazard determination:

The investigation confirmed a mechanical fault involving air compressor pressure loss. The machinery was routinely inspected as part of our regular H&S machinery checks, so the fault was considered highly irregular by engineers. In addition, inadequate guarding was identified which could have minimised the incident. The fault was ultimately identified internally following extended testing.

Actions taken (hierarchy of controls applied):

- Engineering:** Full guarding installed and defective compressor components replaced by certified engineers.
- Administrative:** Incident investigation, root cause analysis and refresher training completed.
- Isolation:** The affected employee was temporarily reassigned away from the hazard.
- Regulatory:** Incident reported to WorkSafe; clearance granted following inspection, with positive feedback on the speed, transparency and quality of the response.

Outcome:

No further incidents have occurred. Engineering controls and strengthened processes have eliminated the immediate risk and provide ongoing assurance of safety.

OUR COMMUNITY.

TĀ MĀTOU HAPORI.

Jacobsen has always seen itself as part of a much wider community — of people, partners and places. As a New Zealand-owned family business with more than 60 years of history, we're proud of the relationships we've built with local communities, schools, charities and industry partners. We believe in using our resources, skills and networks to create a positive impact that helps the members of our wider community to thrive.

We are proud of the positive impact we have on our local communities through our operations, employment and industry engagement. We provide stable jobs, support training and apprenticeships, and help strengthen local supply chains.

We also make direct contributions through donations, sponsorships, volunteering and partnerships that build resilience and opportunities for our sector and our neighborhoods. Potential negative impacts associated with construction activities involving our products, logistics or transportation are managed through responsible supplier practices, strict health and safety standards, and open communication with partners and the public.

During the reporting period we undertook a company-wide Coastal Clean-up and supported staff volunteer days at Ronald McDonald House and Habitat for Humanity. We also donated products to the Free Flooring for Schools campaign. This went

to the following schools:

- Auckland Secondary Schools Centre
- Prospect Primary School
- Porirua College
- Matua Primary School

We also donated over 2,000 sqm of carpet tiles. Of this, 1,500 sqm was directed to the Auckland Airport ([see case study](#)) and the remainder went to different organisations, such as Starship, several schools, Habitat for Humanity and the Sustainable Business Network office.

On top of this, we donated over 65 lm of vinyl to the Auckland City Foodbank and half a tonne of adhesives was allocated to training new flooring apprentices. Jacobsen also gifted all floor and wall coverings for the Southern Charity Hospital. Read the case study on the next page.



CASE STUDY.

SOUTHLAND CHARITY HOSPITAL: A LEGACY OF COMPASSION AND COMMUNITY

The Southern Charity Hospital in Invercargill, New Zealand, stands as a powerful testament to the impact of community-driven healthcare. Built in honour of the late Blair Vining, who passed from terminal bowel cancer in 2019, this facility was born out of a community's determination to bridge the healthcare gaps of the chronically underfunded Southland region.

Construction began in May 2021 and over the past several years community support has been the backbone of this project, with thousands of volunteers and donors contributing funds, time and resources.

Managed by a dedicated board, the hospital will rely heavily on volunteers, including medical professionals who have committed to providing services outside their regular schedules. Without government funding, the ongoing operational costs will be met through fundraising, with an estimated \$250,000 needed annually.

Together, Jacobsen and Flooring Xtra Invercargill were proud to play their part in supporting the Southern Charity Hospital, recognising the critical healthcare needs of the region. Collaboratively, Jacobsen gifted all floor and wall coverings and Flooring Xtra Invercargill generously donated the full installation — free of charge.

The donation amounted to significant cost savings that meant the board could divert funding that had been put aside for fit-out and instead purchase essential medical equipment that they desperately needed.

The Southern Charity Hospital opened on the 28th of February 2025, a symbol of the power that lies within community to effect meaningful change. This hospital is built on compassion, resilience and a commitment to honouring Blair's legacy.



Products used in this project:
Tarkett iQ Granit
Tarkett Granit Safe.T
Tarkett Wallgard



Our planet

TO TĀTOU AORANGI



EMISSIONS AND ENERGY



As a business that relies on global supply chains and national distribution, we understand that energy use and greenhouse-gas emissions are two of our most significant environmental impacts. Managing them responsibly is critical to our climate commitments, our operating costs and our long-term resilience.

This remains one of the more complex and stubborn challenges of our business, as we continue to rely on the business choices of our suppliers and freight partners, alongside macro-economic and geopolitical impacts that are beyond our control. However, we can reduce our footprint by focusing on efficiency, renewable energy, low-carbon products and facilitating the recycling of the products we supply. We also support our customers' and suppliers' sustainability goals.

We continue to map our emissions and energy footprints to international standards and this data is independently verified through the Toitū Net Carbon Zero certification. Our verified carbon offsets are purchased through Toitū to the equivalent of our measured carbon footprint.

[See our certification here.](#)

During the reporting period, our carbon offset was used to support the two following projects.

FY24

The first project we supported was a community project in Mozambique, East Africa. This project utilised borehole technology to provide safe water access to local households and communities in the Manica Province, reducing the need to boil water with non-renewable biomass. As a result, households consume less firewood during the process of water purification, reducing the amount of carbon dioxide emissions from the combustion process. This project was completed by 2025.

To learn more, [see the project here.](#)

FY25

The second project we chose to support was the Heyuan Qizhai Landfill Gas Power Generation Project (VCS3866). This Verra Verified Carbon Standard project captures landfill methane, a high global warming potential greenhouse gas and uses it to generate electricity for the China Southern Power Grid.

During its first crediting period, the project is estimated to have achieved approximately 133,215 tCO₂e of emissions reductions annually through methane destruction and displacement of coal based electricity.

To learn more, [see the project here.](#)

Both of these projects are registered with leading registries, both of whom hold high standards in the voluntary carbon market. These are the [Gold Standard Registry](#) and the [Verra Registry](#).

EMISSIONS AND ENERGY

(CONTINUED)

2030 reduction targets ACHIEVED

✓ Reduce emissions intensity¹ by 30%
(first achieved in FY23)

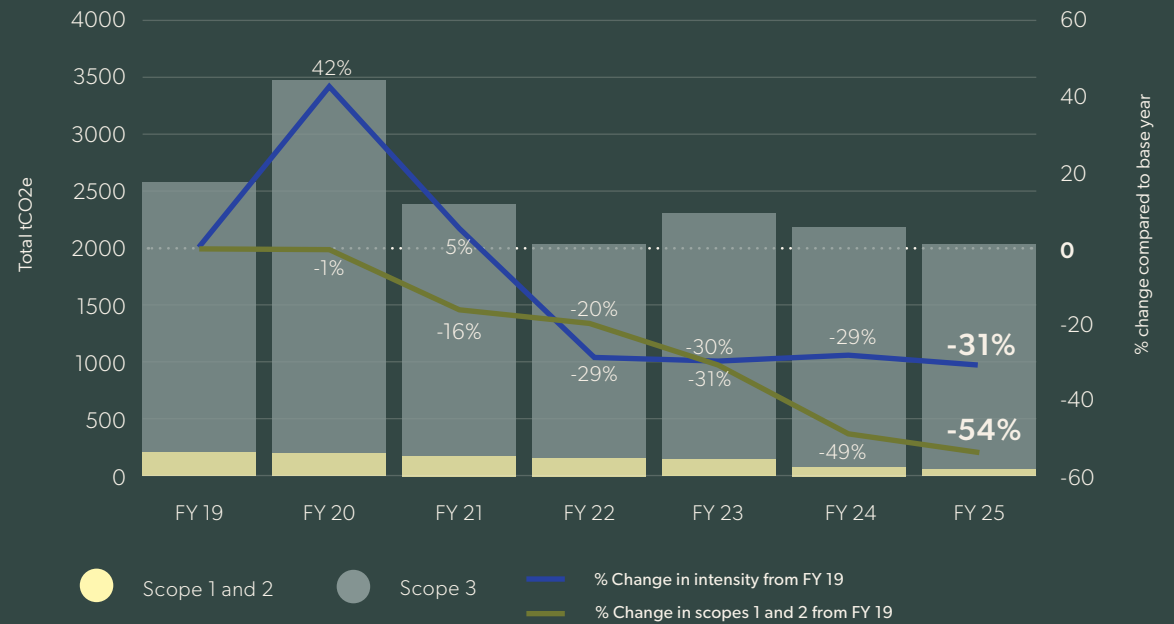
✓ Reduce Scopes 1 and 2 by 50%
(first achieved in FY25)

¹ Our 'emissions intensity' is equal to our annual revenue divided by our total annual emissions (Scopes 1, 2 and 3).

The comparative numbers of our energy and greenhouse gas (GHG) emissions are shown on this page.

We are excited to report that our emissions have continued to trend down. We have now achieved our second goal of a 50% absolute reduction in our Scopes 1 and 2 — five years earlier than our 2030 target, while maintaining the emissions intensity target we achieved in FY23.

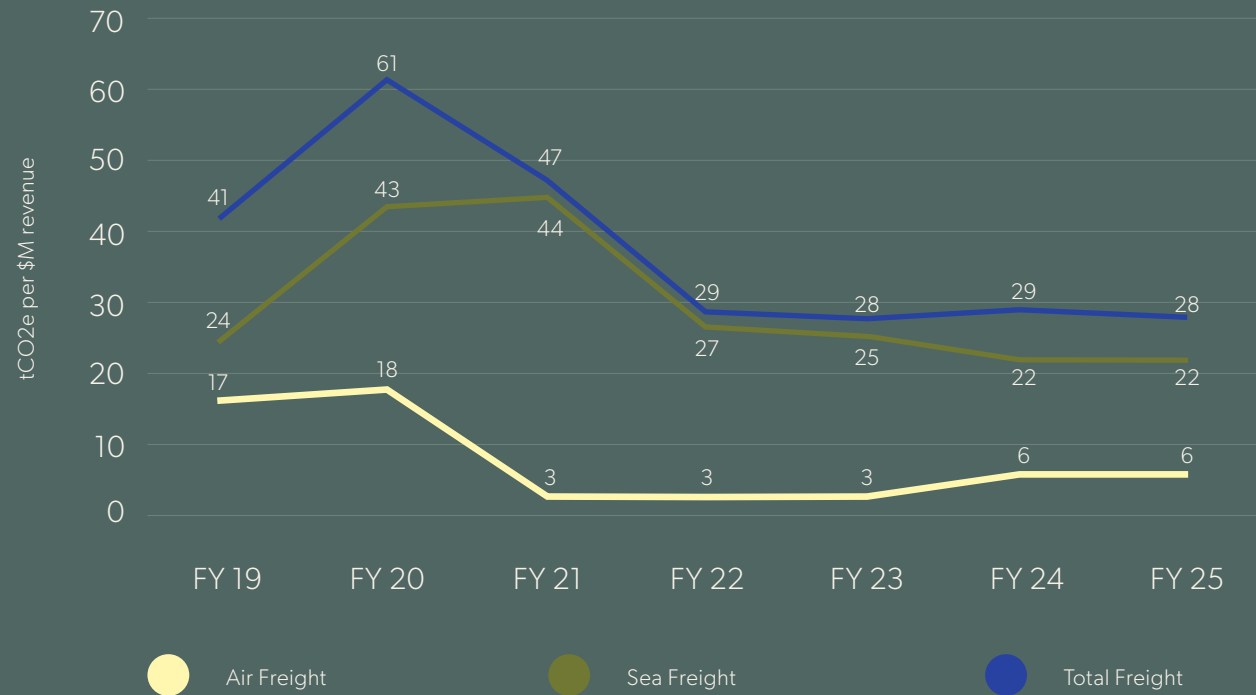
Achieving our two reduction targets and a 21% absolute reduction across our total footprint, compared with our baseline, reflects our commitment to participating in the transition to a zero-carbon economy.



EMISSIONS AND ENERGY

(CONTINUED)

Overseas Freight Emissions



Our main energy consumption is attributed to the electricity and fuel used in our Auckland distribution centre, regional offices and freight. The majority of our GHG emissions arise from emissions associated with importing flooring products internationally, predominately via shipping. We have seen a positive impact on our energy usage by improving energy efficiency in our buildings, transitioning more of our fleet vehicles to EVs, shifting to a renewable electricity provider and sourcing products with verified lower embodied carbon.

(Note: We do not yet include the embodied carbon of our products in our footprint, due to the challenge of obtaining this data).

As noted in our [2021 Report](#), we have made a concerted effort to adjust our approach to international freight and to transition our vehicle fleet to electric. The graphs on this page and the next shows the impact of these changes. Adjustments to our international freight have resulted in a 65% reduction compared to FY19 and the table on the following page illustrates a 73% reduction in total vehicle-related emissions from 2021.

EMISSIONS AND ENERGY

(CONTINUED)

As we continue to make the transition to EV's, it is important that we include our electricity usage in the overall calculation of our footprint. Year-on-year energy consumption increased by 5.1% in FY24 and 1.3% in FY25. The initial increase is likely driven by the introduction of EVs to our fleet over 2023 and 2024. The number of EVs has broadly remained static in FY25, reflected in the kWh used.

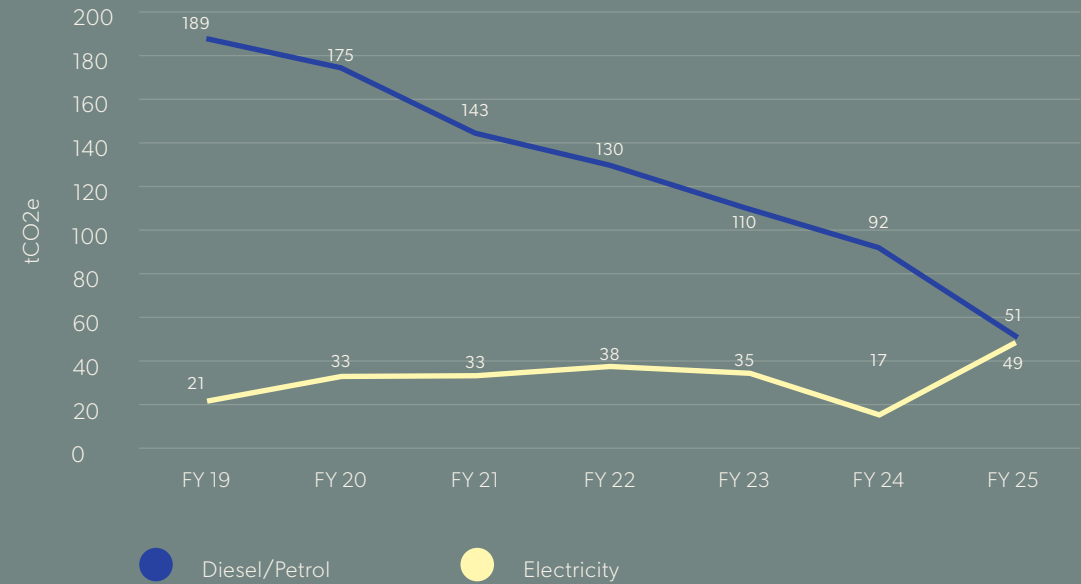
Whilst electricity has increased, this is offset by the decrease in petrol related emissions, creating a net overall reduction in vehicle related emissions from 192 tCO2e in base year to 52 tCO2e in FY25 — a huge achievement.

It is important to note that some of the reduction is due to the change in the emissions factor for electricity, which decreased by 53.6% in FY24 but then increased by 171.6% in FY25, influencing the report results. These fluctuations are reflective of changes in the national grid's generation mix and methodology adjustments with Toitū. In FY24, the reduction was driven by a higher proportion of renewable energy in the grid, while the increase in FY25 reflects a shift back toward fossil fuel generation and revised calculation standards.

We are proud of the progress achieved to date — recognising that this outcome has been influenced in part by fluctuations in the electricity emissions factor mentioned above. As a result, continued close monitoring will be essential to ensure we can maintain our current emissions level over time.

Looking ahead, we believe we have largely delivered the key projects required to drive material reductions in emissions; our next priority is therefore to strengthen the frequency and accuracy of emissions reporting so we can better measure, understand and manage emissions across our operations. In 2026, our focus will be on developing transparent reporting for each division leader, enabling clear visibility of emissions throughout the year and supporting collaborative action internally and with suppliers to improve or maintain emissions performance as the business grows.

Fleet Related Emissions



Fleet vehicle related emissions

	FY21	FY22	FY23	FY24	FY25
Fleet size	26	23	26	24	24
# of EVs / Hybrids	0	0	8 / 1	12 / 2	15 / 5
Vehicle related emissions (tCO2e)	192	135	109	92	52
Average tCO2e per vehicle	7.4	5.4	4.2	3.8	2.2

University of Auckland Recreation and
Wellness Centre, Hiwa
TimberTop Breckenridge



CoolTranz Headquarters, Christchurch
Shaw Contract Community Flat Weave Argan



Carlaw Park Student Village, Auckland
Carpets Inter Headlands custom design

Whananaki Beach House
Genesis Eaves
Interior by Alex and Corban
Photography Olivia Pitcher
Installation by Flooring Xtra Mt Wellington



SUPPLY CHAIN IMPACTS

Jacobsen's greatest environmental and social impacts occur beyond our direct operations, arising from the products we source and the partners we work with across our value chain.

As an importer and distributor of global flooring brands, our supply chain choices directly influence emissions, material health, labour practices and human rights outcomes. Managing these impacts responsibly is essential to delivering on our commitment to create lasting positive impact.

Our supply chain spans international manufacturers, logistics providers and service partners. While we do not manufacture products ourselves, we recognise our responsibility to influence and mitigate these risks through supplier selection and ongoing engagement.

At the time of writing, Jacobsen's Supplier Code of Conduct (SCOC) has been signed by all active suppliers¹. Our SCOC sets clear expectations around environmental management, labour standards, health and safety, and ethical business behaviour. We prioritise working with suppliers who align with internationally recognised standards and certifications and are willing to demonstrate continuous improvement.

We are committed to:

- Partnering with suppliers that uphold strong environmental and social governance
- Prioritising transparency and third-party verification where available
- Addressing risks through collaboration rather than disengagement, wherever possible

¹ Active suppliers are suppliers who we have done business with over the reporting period.



SUPPLY CHAIN IMPACTS (CONTINUED)



Environmental and social considerations are embedded into how we assess and maintain supplier relationships. This includes:

- **Supplier selection:** New suppliers are reviewed against environmental credentials, product certifications and social responsibility practices before onboarding.
- **Environmental performance:** We prioritise manufacturers with Environmental Product Declarations (EPDs), ISO 14001 certification, science-based climate targets and verified low-emissions products.
- **Social standards:** We expect suppliers to comply with labour laws, respect human rights and provide safe working conditions. This is reinforced through our Supplier Code of Conduct and contractual expectations.
- **Ongoing engagement:** Rather than one-off assessments, we maintain long-term relationships with key suppliers, enabling ongoing dialogue about environmental performance, chemical transparency, product stewardship and social impacts.

Additionally, we engage freight and service providers on safety, emissions reduction and responsible employment practices, recognising their role in our value chain. We track supplier environmental and social performance through certification

records, product documentation, regular engagement and overseas visits with key partners. During the reporting period, we made visits to key manufacturing plants in Europe, Asia and US. No significant environmental or social non-compliance issues were identified within our supply chain.

We acknowledge that visibility into complex global supply chains is an ongoing challenge. Our focus has been on deepening relationships with fewer, more aligned suppliers and improving access to credible data rather than expanding supplier numbers. Feedback from customers and industry partners continues to shape how we prioritise supplier transparency and responsible sourcing.

Over the next reporting period, we will continue to strengthen our supplier engagement and enhance the information we provide our customers on the supply chain of our products.

By working closely with our suppliers, Jacobsen aims to reduce risk, drive positive change and ensure the products we bring to market reflect our values — not just in performance and design but in how they are made and delivered.

CASE STUDY.

KARNDEAN: A PARTNERSHIP BUILT ON SHARED VALUES AND MARKET OPPORTUNITY

During this reporting period, Jacobsen entered a new strategic partnership with Karndean, a global leader in luxury vinyl tile (LVT). The collaboration represents an important step in strengthening our portfolio of world-leading brands while supporting Karndean's long-term growth in Aotearoa New Zealand.

Founded in the United Kingdom in 1973, Karndean has spent more than 50 years building a reputation for premium, designed luxury vinyl flooring. The company remains proudly family-owned and continues to be guided by the same founding values that shaped its early growth.

Over nearly three decades in New Zealand, Karndean has built a strong reputation with retailers and customers. In recent years, however, the brand had largely been serviced from Melbourne with a small New Zealand-based sales team. Following the pandemic, customer expectations began to shift with a growing demand for higher levels of local service and onshore support.

At the same time, Jacobsen, renown for our strength in vinyl, had identified LVT as a strategic category for future growth and Karndean's evolving approach to the New Zealand market created an opportunity to explore a potential partnership.

While Jacobsen had already recognised LVT as an important area for future growth, opportunities to represent new suppliers are regularly presented to us. We do not enter these partnerships

lightly. As a values-based company, we apply careful consideration and rigorous due diligence to every opportunity, with several key criteria needing to be met before we will move forward. This ensures alignment in values, a portfolio suited to our market and an offering that complements rather than competes with our existing range. We also assess whether a potential partner is reputable, well governed and able to support the market effectively. Karndean met each of these criteria, giving Jacobsen the confidence to move forward with the partnership.

Our partnership with Karndean is grounded in shared principles and values. Karndean aligns with Jacobsen's Re.Spect framework and Supplier Code of Conduct, supported by strong governance, transparent practices and a people-focused ethos.

The partnership also reflects a strong cultural alignment. Both Jacobsen and Karndean are family-owned businesses still guided by their founders' values. A shared focus on quality, well-considered design and long-term stewardship provided a strong foundation for collaboration.

For Karndean, their decision to work with a partner, a first in their 50-year history, reflects the confidence that they have in Jacobsen's expertise and reputation within the New Zealand design and specification community. Jacobsen's experienced sales team, established customer relationships and nationwide service capability provide the support needed to deliver the level of engagement and service Karndean's customers expect.

By bringing Karndean into our portfolio, we are expanding access to one of the world's leading LVT brands while reinforcing our commitment to working with partners who share our values.



Karndean
Designflooring

brought to you by **Jacobsen**

PRODUCT AND PACKAGING

Every Jacobsen product, from carpet tiles to vinyl and timber flooring, ends up in someone’s home, school, healthcare facility or workplace. We believe it is our responsibility to ensure our products are fit-for-purpose, safe and contribute to healthy indoor environments.



Rolls of vinyl in our Auckland Distribution Centre

Specifying low-VOC, low-emission materials can make a meaningful difference when designing healthier indoor spaces. This priority guides our commitment to supplying flooring solutions that are safe for people and the planet.

Our Product Stewardship and Quality Assurance Policy ensures that all products meet or exceed New Zealand Building Code requirements and relevant international standards, such as ISO 14001 (Environmental Management) and ISO 9001 (Quality Management). Jacobsen exclusively partners with global brands who maintain robust third-party certifications that verify low emissions and product safety, such as Floorscore®, Cradle to Cradle®, Best Practice PVC, GreenTag and CRI Green Label plus.

We continue to take the following steps to uphold the safety of our products:

- All new products undergo review against defined performance and safety criteria.
- Suppliers must provide independent certification for material safety and restricted substance compliance.
- Relevant health, safety and performance documentation is available to customers on our website.
- Safe installation practices are supported through on-site demonstrations, digital guidance as well as ongoing product handling, adhesives and subfloor preparation training for installers and specifiers.
- Product care and maintenance guides are provided to customers to support safe use and product longevity.
- Product updates or recalls are communicated promptly if issues arise.
- No incidents of non-compliance related to the health or safety impacts of our products or services were recorded during the reporting period.

Our key challenge around packaging remains, as identified in our last impact report. Instead, we have chosen to focus our energy on achieving the circularity of some of our key products. You can read more about our Re.Form programme on the following page.



RE.FORM

In our last Impact Report, we proudly shared that we were getting closer to collecting enough post-consumer vinyl to fill our first container for recycling. This has been one of our key sustainability targets since the establishment of our product stewardship programme, Re.Form, in 2020 and we have diligently worked towards this goal for the past five years. During the reporting period, we were proud to be recipients of Auckland Council Waste Minimisation and Innovation Fund support, reflecting the Council's recognition of the value and waste minimisation potential of Re.Form.

Energised by the prospect of being so close to this major milestone, we began the process of preparing for export and discovered a major roadblock. Under the Imports and Exports Restrictions (Prohibition) Order (No 2) 2004, used vinyl, in its original form, is classified as hazardous waste. Exporting it would require a hazardous waste license, a process that is time-consuming and expensive.

Instead of viewing this as a dead end, we embraced the challenge. We dug deeper into the regulations, working closely with our partners at Tarkett and the Environmental Protection Agency, and through this collaborative effort, identified a workable pathway forward. By granulating the vinyl into small pellets, it is converted from a hazardous waste into valuable raw material, ready to be recycled into new flooring.

With a viable solution in front of us, we began contacting plastic recycling facilities across Aotearoa to explore granulation options. We reached out to twelve facilities in total and all of them expressed the same concern around the risk of cross-contamination with PET streams. Disheartened but not discouraged, we continued to push forward.

With no existing partner who was willing to granulate our product, we

turned our attention to purchasing our own granulator. We researched, compared, measured our limited warehouse space and spoke with a range of manufacturers. Eventually, we found a machine that would be perfect for our needs but the full setup was going to cost more than \$100,000.

Although the board was supportive, this was a significant investment. Given our prior success with the Auckland Waste Minimisation Fund, we decided to apply again. We knew that the application process would be rigorous but we were hopeful that our vision would resonate. At the end of 2024, we received the exciting news that our project had been granted funding.

Just as we began planning the granulator purchase, we were approached by a matting manufacturer who offered to become our granulation partner. The timing couldn't have been more perfect.

We pivoted quickly and ran a small granulation trial, sending samples to Sweden for assessment by Tarkett's recycling plant. With their approval, we suddenly had two viable options: invest in our own machine or partner with an existing operator.



Our latest Re.Form sorting day

RE.FORM (CONTINUED)

Our latest Re.Form sorting day

After weighing environmental impact, utilisation and long-term sustainability, we chose the partnership pathway. This would allow us to avoid the embodied carbon and under-utilisation of purchasing a new machine, while still meeting our programme's needs.

In 2025, we sorted through the 80+ bags of flooring material that had been returned through our product stewardship programme, Re.Form. It took a team of 8-10 Jacobsen volunteers two days to sort through them, an intense but rewarding effort.

We discovered that not all returned materials were usable. Some bags had been used as general rubbish bins; others contained competitor products, unfit for recycling. This reinforced the need for more effective education to help customers understand what can and cannot be returned through the programme.

Even though we experienced some road bumps, after two full days of sorting, we were left with a clean, viable batch of vinyl, ready for granulation. All usable product has now been delivered to our granulating partner ready for granulating.

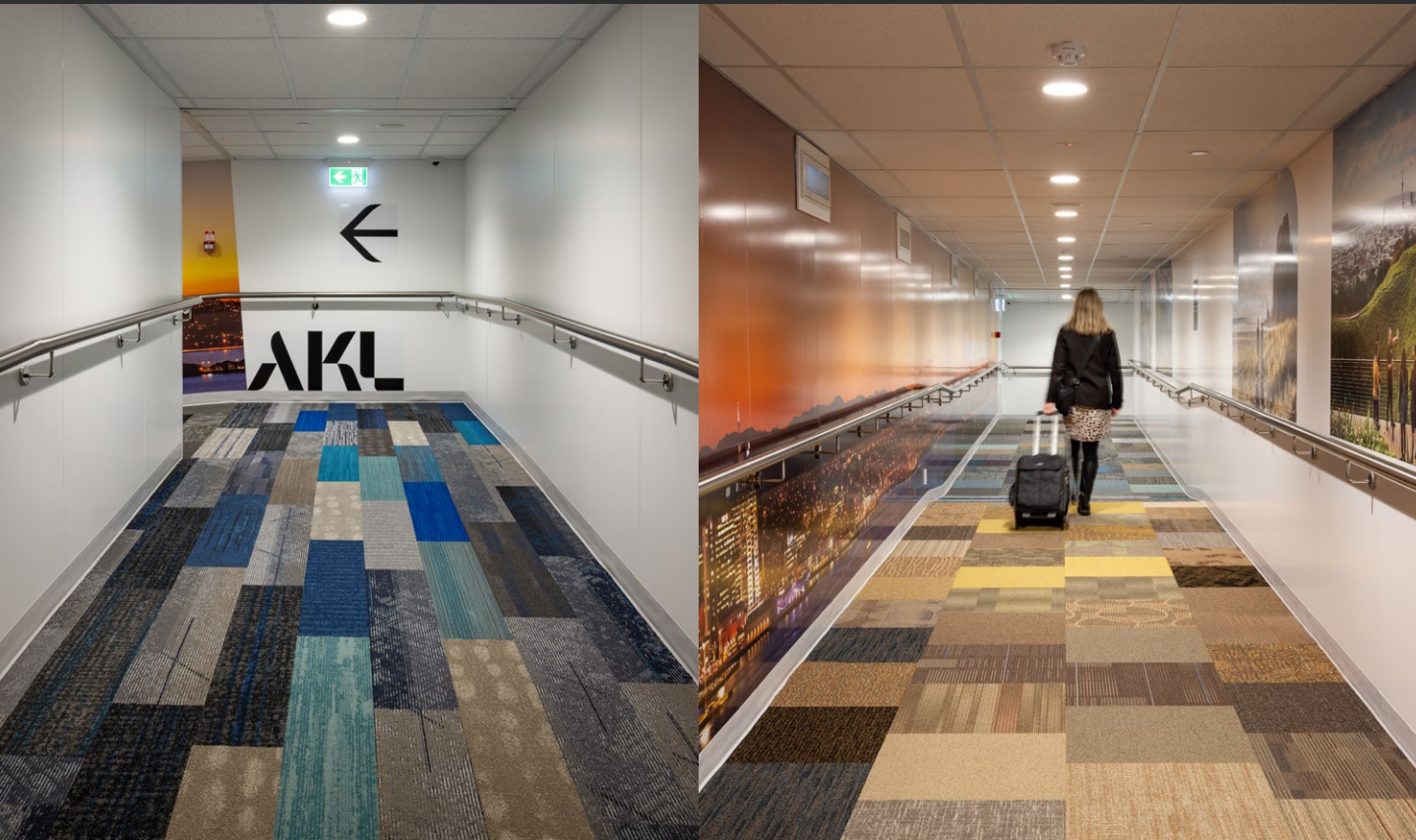
WHAT COMES NEXT

We are currently around two tonnes short of the minimum requirement needed to ship a full container to Tarkett's recycling plant in Sweden. Working closely with the sales team and our warehouse, we are accelerating efforts to collect more returns through our Re.Form programme. We remain committed to our goal — to send our first full container back to Sweden in 2026.

This journey has been anything but straightforward. But it has shown and continues to show, the strength of our commitment. When faced with regulatory barriers, financial hurdles and operational challenges, we keep pushing forward and find a way.



CASE STUDY: AUCKLAND AIRPORT PROJECT



In November 2024, Auckland Airport approached Jacobsen for support with their ongoing infrastructure upgrades. Part of this work involved temporarily diverting passenger foot traffic, from planes to customs, via a purpose-built ramp made from shipping containers.

Jacobsen have worked with Auckland Airport for many years now and together we have a common commitment to making a positive impact within our communities. Knowing that we share core values around sustainability, Auckland Airport approached us to come up with a flooring solution for the ramp. One of the key requirements of the brief was that the proposed solution would minimise waste — a challenge given that the structure was only to be temporary.

Grateful for the opportunity to be involved, Jacobsen rose to the challenge and proposed that we utilise discontinued carpet tile stock and unused samples for the project. We pitched the idea to the Auckland Airport team and they loved it, so we set about locating all usable stock and recording products by colour and size.

One potential problem was the large selection of products which spanned multiple ranges, designs and colours. Rather than seeing this as a roadblock, our team decided to embrace the variation and develop a patchwork look. Three team members from marketing and sales rolled up their sleeves and spent an entire day sorting through five pallets of Jacobsen donated carpet tiles — a colourful assortment covering roughly the size of a netball court.

CASE STUDY: AUCKLAND AIRPORT PROJECT

(CONTINUED)

Once we knew what we had, we worked with the floor plan to carefully determine the placement of each carpet tile. We utilised colour as a method of defining different spaces, along with purposeful colour transitions to create cohesiveness.

With the vision set, the next hurdle was installation — the site was still an active construction zone and access was limited, with only a few of our team permitted on-site at once. Two Jacobsen team members stepped in to prepare the floor and begin installation. It took two days, over which they laid 360 m² of carpet tiles across eight 40-foot containers and five 20-foot containers, transforming each space piece by piece to bring the vision to life.

The completed project offers a colourful, welcoming experience for travellers in what would have otherwise been a very utilitarian space.

Best of all, once the ramp has been decommissioned, the carpet tiles will be uplifted and re-used in other parts of this project before being returned through Re.Form and recycled back into the manufacturing process, continuing their cycle of circularity.



Prosperity

TAURIKURA



BETTER BUSINESS

For us, “Better Business” refers to a series of interconnected actions we take that ensure continuous improvement as a business, while delivering on our sustainability goals and vision. We have classified them here as we refer to them, under their key headings.

ECONOMIC GROWTH AND PROSPERITY

New Zealand’s recession and a decline in construction consent numbers reduced funding and market demand during the report period. These pressures were compounded by global supply chain unpredictability, rising operating costs (including insurance, rent and inflation), increased competition from new market entrants and unexpected foreign exchange volatility, all contributing to increasing product costs.

It has been a challenge to balance rising costs while also protecting customers’ pricing to maintain competitiveness in the market. Over the next two years, our business will continue to focus on minimising supply disruptions for customers by working with our new freight partner, balancing pricing in a constrained market and improving internal efficiency through innovation to maintain resilience.

It remains difficult to predict the future, especially with the growing impacts of climate change and so much economic and geopolitical uncertainty but we feel confident that we will remain a strong and stable player in the market.

TRANSPARENCY

We believe that openly sharing both our progress and challenges builds trust with our people, partners and customers, helping to drive accountability for the continuous improvement we strive for. We know that when our employees understand the goals, challenges and realities of the business, they are better equipped to contribute meaningfully and feel part of our long-term success. Our goal is to provide clear, credible and consistent communication about the real impact of our actions. Through this we allow others to learn, collaborate and hold us accountable against the standards we set for ourselves. We have evidenced this approach throughout this report and the report itself remains a cornerstone of our transparent communications.



BETTER BUSINESS

(CONTINUED)



INNOVATION

Samples

One of the key innovation projects we under-took was improving our samples area by addressing both operational inefficiencies and brand inconsistency.

We replaced the paper-based sample tracking system with a digital process that reduces errors and administrative cost. This gave us clear visibility of where our samples are going and has made it possible for us to measure distribution against cost of sales.

At the same time, we redesigned our sample folder system in-house. This was in response to internal and customer feedback that highlighted the confusion caused by their inconsistent presentation in market.

The new standardised format has elevated the brand by improving the quality of product information and has consolidated multiple tools into a single folder that can be used across various customer channels. By reducing sample size and simplifying the range, we have made the folders more practical and easier to carry for our team and customers, as well as reducing unnecessary sample material waste.

Technology

As we continue to leverage technology to strengthen the business, we have focused on building the foundations required to support sustainable growth.

We have modernised our document management by moving from on-premise network drives to SharePoint. This move has given our teams secure access to documents from anywhere in the world,

ensuring they can continue to work flexibly, improving version control and collaboration and creating the platform for a single intranet that consolidates organisational knowledge.

In parallel, we have begun reviewing our data architecture, upskilling internal team members to build capability and partnering with our IT provider to design and deliver scalable solutions.

MARKETING

In December 2023, the industry introduced the Building Product Information Requirements (BPIR), new rules that significantly impacted the building industry.

These rules mean that anyone who makes or imports building products in New Zealand must share clear and key information with the people who use them. This includes details about how the product performs and whether it meets New Zealand Building Code standards.

Jacobsen is proud to be one of the few companies that complied with the regulation from day one. To achieve this, we created a document generator on our website that aggregates real time information from our product information management system. This minimises the need to manually update documentation and customers can be confident that their BPIR document is always up to date.

We have had no incidents of non-compliance relating to our marketing or with regulations and/or voluntary codes concerning product and service information or labelling during this reporting period.

UPSKILLING OUR INDUSTRY

In addition to upskilling our own people, we believe we have an opportunity to positively impact the sustainable growth of our industry by supporting skill development within it. In our [previous report](#), we detailed the Flooring Boost Programme which we supported in collaboration with Floor NZ, Workforce Central Dunedin and the Ministry of Social Development (MSD).

During the reporting period, we built on the success of our Flooring Boost programme, with industry feedback highlighting a clear need for more hands-on training. In response, our team proactively hosted events across main cities, providing practical education for flooring installers, retailers, specifiers, and the A&D community. The events were well attended and the feedback was overwhelmingly positive.



We introduced two new Continued Professional Development (CPD) topics during this reporting period. These point-based training presentations are registered with the New Zealand Institute of Architects (NZIA) and contribute to the 1,000 points registered architects are required to complete every five years.

Additionally, we invested heavily in developing research-led design resources for our architect and design community. These distill international research, emerging trends and our 65 years of technical expertise into practical New Zealand-specific guidance. Key outputs include flagship assets such as our Designing for Healthcare and Designing for Education publications, sector-specific design kits and our annual Trend Report.

GOVERNANCE



For a detailed breakdown of how The Jacobsen Flooring Group is governed, the structure and make up of our board and committees, and our strategies, policies and practices, please see our [previous report \(pages 36-41\)](#).

At the time of writing, our board consists of four directors and two operational executives who attend as observers. The only changes that have been made to our governance since our last report are:

- Mark Olif has resigned as a non-executive director and has not been replaced,
- Our treasury committee was ceased in late 2023. We now receive independent advice to support our CFO on foreign exchange and other financial-related risks.

The Jacobsen Board continues to remain informed and engaged with our sustainability goals and metrics while delegating responsibility to our CEO and senior leadership team (SLT), including relevant senior executives that are responsible for Impact, People and Culture, and Product. Key performance metrics, across all areas of the business, are reported on a monthly/quarterly schedule to the SLT team and bi-monthly to the board.

During this reporting period there was one critical concern communicated to our board — the significant reduction in market activity within our industry and the New Zealand economy.

REMUNERATION

While Jacobsen places a huge focus on our workplace culture and environment, we are mindful of the impact that pay and remuneration has on job satisfaction and performance.

We continue to undertake our annual remuneration process at the beginning of each calendar year, with approved changes implemented at the start of our financial year, on the 1st April. Each role in the business is benchmarked against current market data to ensure competitiveness and fairness.

Our process to review remuneration has not changed during this reporting period. Our goal remains to ensure that remuneration decisions are transparent, market-aligned and performance-driven, while also supporting employee retention, development and wellbeing.

In the 2025 remuneration review cycle, the organisation's highest-paid individual received a total compensation increase of 5.3%. This compares to a median increase of 2.3% across all other employees. The ratio of the highest-paid individual's total compensation to the median is 2.3 to 1. This outcome reflects the application of market benchmarking and performance-based adjustments and remains aligned with our commitment to fair, market-consistent and transparent remuneration practices.



Global Reporting Standards



GRI GENERAL DISCLOSURES

Jacobsen Creative Surfaces Limited has reported in accordance with the GRI Standards for the period 1 April 2023 to 31 March 2025.

GRI Standard / Other Source	Disclosure	Description	Page(s)	Notes
General Disclosures				
GRI 2: General Disclosures 2021	2-1	Organisational details	8	
	2-2	Entities included in the organisation's sustainability reporting	8	
	2-3	Reporting period, frequency and contact point	7	
	2-4	Restatements of information		No restatements of information made.
	2-5	External assurance	7	
	2-6	Activities, value chain and other business relationships	8, 9	We ceased our supplier relationship with Balta - Antwerp Belgium, and Balta - Oudennarde, Belgium during the reporting period.
	2-7	Employees	14, 15, 18	All HR data has been drawn from our HRIS system, BambooHR
	2-8	Workers who are not employees	15, 17, 18	All HR data has been drawn from our HRIS system, BambooHR
	2-9	Governance structure and composition	43	
	2-10	Nomination and selection of the highest governance body	43	
	2-11	Chair of the highest governance body	43	
	2-12	Role of the highest governance body in overseeing the management of impacts	43	
	2-13	Delegation of responsibility for managing impacts	43	
	2-14	Role of the highest governance body in sustainability reporting	7, 43	
	2-15	Conflicts of interest	43	

GRI GENERAL DISCLOSURES (CONTINUED)

GRI Standard / Other Source	Disclosure	Description	Page(s)	Notes
General Disclosures				
GRI 2: General Disclosures 2021	2-16	Communication of critical concerns	43	
	2-17	Collective knowledge of the highest governance body	43	
	2-18	Evaluation of the performance of the highest governance body	43	
	2-19	Remuneration policies	44	
	2-20	Process to determine remuneration	44	
	2-21	Annual total compensation ratio	44	
	2-22	Statement on sustainable development strategy	2, 3	
	2-23	Policy commitments		Privacy and terms of trade policies are all available on our website. Policies relating to employees are for internal use only and not made publicly available. Further details are available in our previous report.
	2-24	Embedding policy commitments	43	
	2-25	Processes to remediate negative impacts	31, 32	
	2-26	Mechanisms for seeking advice and raising concerns	13, 21, 32	
	2-27	Compliance with laws and regulations		No instances of non-compliance with laws and regulations during reporting period.
	2-28	Membership associations	8	
2-29	Approach to stakeholder engagement	7		

GRI GENERAL DISCLOSURES (CONTINUED)

GRI Standard / Other Source	Disclosure	Description	Page(s)	Notes
Material topics				
GRI 3: Material Topics 2021	3-1	3-1 Process to determine material topics	7	
	3-2	3-2 List of material topics	7	
GRI 202: Market Presence 2016	202-2	202-2 Proportion of senior management hired from the local community	18	
Procurement practices				
GRI 3: Material Topics 2021	3-3	3-3 Management of material topics	31	
GRI 204: Procurement Practices 2016	204-1	204-1 Proportion of spending on local suppliers		36.5% New Zealand wide.
Energy				
GRI 3: Material Topics 2021	3-3	3-3 Management of material topics	26	
GRI 302: Energy 2016	302-1	302-1 Energy consumption within the organisation	29	
	302-2	302-2 Energy consumption outside of the organisation	29	
	302-3	302-3 Energy intensity	29	
	302-4	302-4 Reduction of energy consumption	29	
	302-5	302-5 Reductions in energy requirements of products and services	29	
Emissions				
GRI 3: Material Topics 2021	3-3	3-3 Management of material topics	26	

GRI GENERAL DISCLOSURES (CONTINUED)

GRI Standard / Other Source	Disclosure	Description	Page(s)	Notes
GRI 305: Emissions 2016	305-1	305-1 Direct (Scope 1) GHG emissions	27	
	305-2	305-2 Energy indirect (Scope 2) GHG emissions	28	
	305-3	305-3 Other indirect (Scope 3) GHG emissions	27, 28	
	305-4	305-4 GHG emissions intensity	27	
	305-5	305-5 Reduction of GHG emissions	27, 28	
	305-6	305-6 Emissions of ozone-depleting substances (ODS)		Not applicable
	305-7	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		No significant amounts that we measure or are aware of.
Supplier environmental assessment				
GRI 3: Material Topics 2021	3-3	Management of material topics	31	
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	32	
	308-2	Negative environmental impacts in the supply chain and actions taken	31, 32	
Employment				
GRI 3: Material Topics 2021	3-3	3-3 Management of material topics	13	
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	14, 15, 16	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	17	
	401-3	Parental leave	17	

GRI GENERAL DISCLOSURES (CONTINUED)

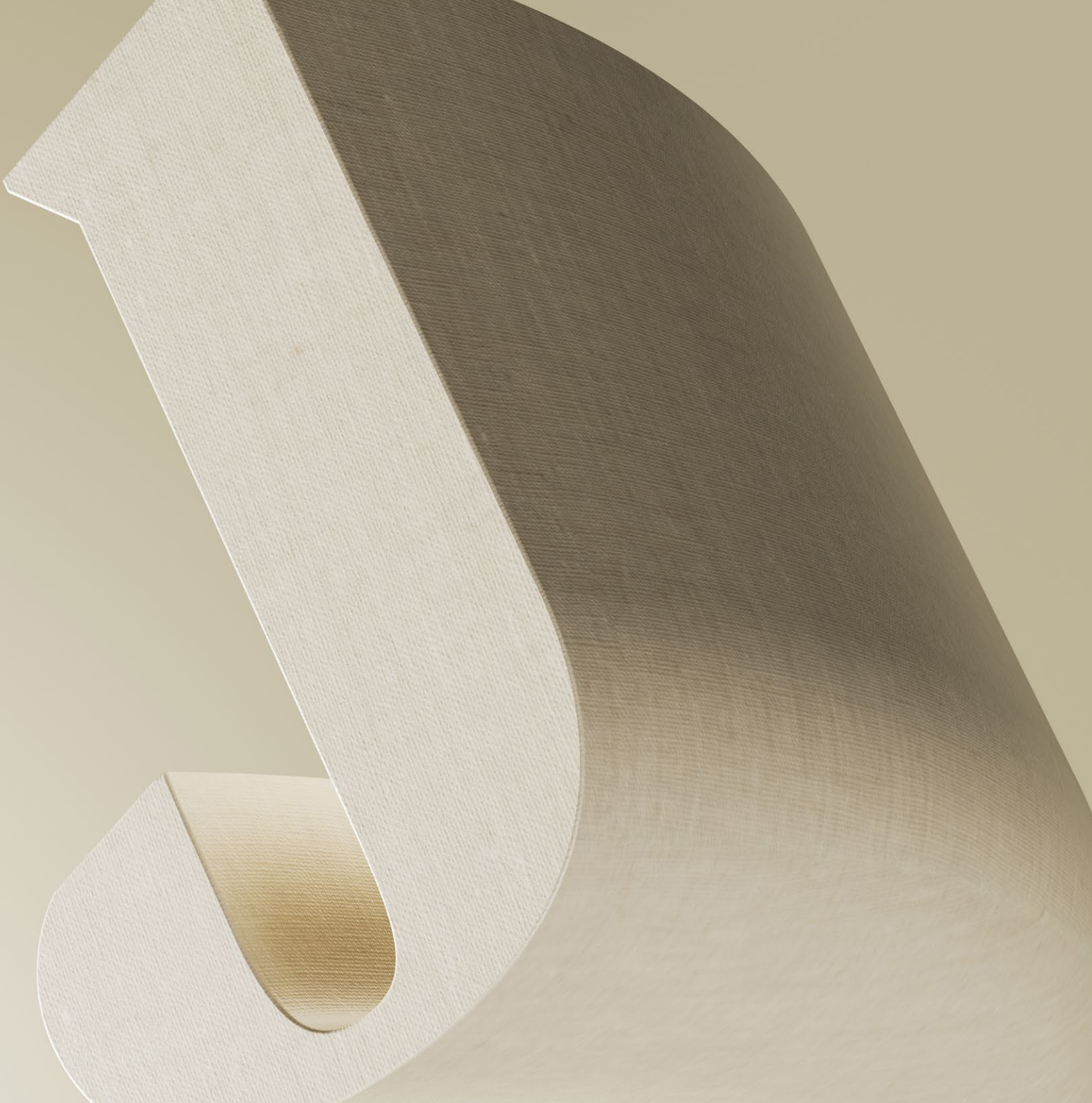
GRI Standard / Other Source	Disclosure	Description	Page(s)	Notes
Labour/management relations				
GRI 3: Material Topics 2021	3-3	Management of material topics	14	
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	14	
Occupational health and safety				
GRI 3: Material Topics 2021	3-3	Management of material topics	21	
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	21	
	403-2	Hazard identification, risk assessment and incident investigation	21	
	403-3	Occupational health services	21	
	403-4	Worker participation, consultation and communication on occupational health and safety	21	
	403-5	Worker training on occupational health and safety	21	
	403-6	Promotion of worker health	21	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	21	
	403-8	Workers covered by an occupational health and safety management system	21	
	403-9	Work-related injuries	22	

GRI GENERAL DISCLOSURES (CONTINUED)

GRI Standard / Other Source	Disclosure	Description	Page(s)	Notes
GRI 403: Occupational Health and Safety 2018	403-10	Work-related ill health	22	No incidents of work-related ill health were recorded during the reporting period. Since COVID-19 we have implemented and maintained robust controls to minimise the risk of transmission of infectious diseases. Our offshore workers are not included in this.
Training and education				
GRI 3: Material Topics 2021	3-3	3-3 Management of material topics	20	
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	20	
	404-2	Programs for upgrading employee skills and transition assistance programs	20	
	404-3	Percentage of employees receiving regular performance and career development reviews	20	
Diversity and equal opportunity				
GRI 3: Material Topics 2021	3-3	Management of material topics	18	
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	18, 43	
	405-2	Ratio of basic salary and remuneration of women to men	18	
Local communities				
GRI 3: Material Topics 2021	3-3	Management of material topics	23	
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments and development programs	23	
	413-2	Operations with significant actual and potential negative impacts on local communities	23	

GRI GENERAL DISCLOSURES (CONTINUED)

GRI Standard / Other Source	Disclosure	Description	Page(s)	Notes
Supplier social assessment				
GRI 3: Material Topics 2021	3-3	Management of material topics	31	
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	31, 32	
	414-2	Negative social impacts in the supply chain and actions taken	32	
Customer health and safety				
GRI 3: Material Topics 2021	3-3	Management of material topics	34	
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	34	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	34	
Marketing and labeling				
GRI 3: Material Topics 2021	3-3	Management of material topics	41	
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	34, 41	
	417-2	Incidents of non-compliance concerning product and service information and labeling	34, 41	
	417-3	Incidents of non-compliance concerning marketing communications	41	



As we reflect on and celebrate our progress, it's also an opportunity to look ahead at what further improvements must be made. This is a continually evolving journey of understanding and being accountable for all the environmental and social costs of doing business.

We remain committed to identifying opportunities to make the greatest positive impact around us, for our industry, our communities and our planet.

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